

Memorandum

o : All Commissioners

Date : June 2, 1972

Executive Director

From : **Commission on Peace Officer Standards and Training**

Subject: COMMISSION MEETING
June 15 - 16, 1972
Oakland Hilton Inn
Oakland International Airport

June 15: 10 a.m. - 5 p.m.
Alameda Room

June 16: 9 a.m. - approximately 2 p.m.
Chabot Room

AGENDA

1. Call to Order
2. Introduction of Guests
3. Approval of Minutes
4. Education and Training
 - a. Certification of Courses
 - b. Course on Corrections
 - c. Implementation of E & T Moritorium Recommendations
 - d. Implementation of 832 P.C.
 - e. Southern Office
5. Police Standards
 - a. Report on Implementation of P.O.S.T. Surveys
 - b. Female Deputy Classification
 - c. Eligibility for Administrative Counseling Services
6. Legislative Report

7. Administrative Report

- a. Financial Report
- b. Training of Non-Sworn Personnel
- c. Specialized Certification Program
- d. Reimbursement -- Program Recommendations
- e. Reclassification Study

8. Technical Services Report

- a. Status
- b. Space

Recess

RECONVENE - June 16

9. Old/New Business

- a. Salaries - Status Report

10. Unstructured Session with Advisory Committee

11. Date Next Meeting

12. Adjournment

Gene S. Muehleisen
GENE S. MUEHLEISEN

State of California
Department of Justice

COMMISSION ON PEACE OFFICER STANDARDS AND TRAINING

MINUTES

June 15-16, 1972
Oakland, California

The meeting was called to order at 10 a.m. by Chairman Fabbri. A quorum was present.

Present:

JOHN FABBRI	- Chairman
JACK G. COLLINS	- Vice-Chairman
LYELL C. CASH	- Commissioner
BEN CLARK	- Commissioner
CHARLES T. FLYNN	- Commissioner
DAN KELSAY	- Commissioner
FRED J. MOREY	- Commissioner
ROBERT S. SEARES	- Commissioner

Also Present:

GENE S. MUEHLEISEN	- Executive Director
CARL R. BALL	- Assistant Director, Education & Training Div.
F. S. BROWN	- Administrative Services Officer
BRADLEY W. KOCH	- Assistant Director, Police Standards Div.
EUGENE D. PEMBER	- Chief, Education & Training Division
K. W. SHERRILL	- Chief, Personnel Standards Bureau
G.E. TOWNSEND	- Assistant Director, Administration Div.
G.W. WILLIAMS	- Assistant to the Executive Director
IMOGENE KAUFFMAN	- Recording Secretary

Absent:

E.R. STRATHMAN	- Commissioner
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Staff Training - Professional

Don Beauchamp	- Consultant, Education & Training Div.
George Estrada	- Consultant, Technical Services Div.
Michael Hunt	- Consultant, Project Coordinator - Minority Recruitment Project
Dr. Walter Koenig	- Consultant, Bureau of Personnel Standards
Ray Lauritzen	- Consultant, Bureau of Administrative Counseling
Jewell Ross	- Consultant, Bureau of Administrative Counseling

Staff Training - Support

Juanita Bustamante	- Secretary, Technical Services
Evelyn Edwards	- Reimbursement Section
Elaine Everest	- Secretary, Personnel Standards
Roseann Long	- Mail and Supplies Section
Judie Miyao	- Secretary, Education and Training
Shelly Petavine	- Certificate Section
Nora Romero	- Secretary, Administration Division and Secretary to Advisory Committee

Visitors:

Lt. Beveridge	- Sunnyvale Police Department
Steve Blankenship	- Personnel Management Services, State Personnel Board
Bob Cress	- President, P.O.R.A.C., Advisory Committee Member
Wm. R. Garlington	- Chief of Police, Vallejo Police Department
Sgt. Jerome Lance	- Long Beach Police Department, Advisory Committee Member
Lt. Bill Manley	- Stanislaus Sheriff's Department
Don Mathews	- Coordinator, C.P.R.L.T.P., San Jose
Howard Mold	- Director, Management Center, St. Thomas College, St. Paul
Russell Rhodes	- U.C.L.A., Dept. of Urban Affairs, C.P.R.L.T.P.
Kip Skidmore	- State Personnel Board

INTRODUCTION OF GUESTS

The Executive Director introduced the guests and new members of the P.O.S.T. staff who were present for staff training. It was stated that P.O.S.T. has been fortunate in recruiting top-quality personnel, and it is felt that it is to the benefit of both the Commissioners and the employees to be personally introduced and to become acquainted. It is also a morale builder for the staff to meet with the Commission. By observing the Commission in operation, it makes their task in the organization more meaningful.

APPROVAL OF MINUTES

MOTION by Commissioner Cash, seconded by Commissioner Collins, motion carried that the minutes of the March 24-25, 1972, commission meeting be approved.

The recording secretary reported that the minutes of the commission meeting, held immediately following the May 24 hearing, would be presented for approval with the June 15-16 minutes.

EDUCATION AND TRAINING

Certification of Courses

One Basic Course, five Advanced Officer Courses, nine Technical or Special Courses, and one continued course certification, as set forth in Attachment "A", were presented to the Commission with recommendation for approval. After discussion, the following action was taken:

MOTION by Commissioner Kelsay, seconded by Commissioner Collins, motion carried that the courses presented for certification be approved.

The retroactive certification dates were questioned. Commissioner Kelsay requested that all department and schools be notified that requests for course certification should reach the P.O.S.T. staff in advance of commission meetings to permit certification before the course is presented.

Corrections Courses

Mr. Beauchamp reported that three main steps have been taken to provide Jail Operations and Jail Management Courses. After consultation with jail operations officials and educators;

1. Course outlines have been developed. See Attachment "B".
2. It has been determined that the Jail Operations Course should be presented in two year community colleges, and the Jail Management Course in four year college level institutions.
3. Two pilot programs in Jail Operations are being conducted. (In Alameda and Los Angeles counties in cooperation with both Sheriffs' Departments.) These courses should be ready for presentation for certification at the next regular commission meeting in September.

The Executive Director stated that these 40-hour courses are a starting point for this area of need, and it is recognized that a 400-hour course should probably be the minimum for a comprehensive program.

Implementation of Education & Training Moritorium Recommendations

Mr. Ball stated that the P.O.S.T. Training Program Report, prepared by Consultant Brooks Wilson, contained 19 recommendations. Seven have been completely implemented. Nine are in the process of implementation. Due to staff constraints, the major research for implementation of the remaining three has not been completed. One pending recommendation is that the Basic Course curriculum be expanded to 400 hours. Another, that the Supervisory Course be researched and the validity of the curriculum be challenged and brought up to date.

Implementation of 832 Penal Code

Mr. Ball reported a second meeting had been held with the Specialized Training Committee of the California Association of Administration of Justice Educators. They had been very helpful in developing topic descriptions and an expanded course outline for the curriculum approved by the Commission following the May hearings. This will be published and disseminated to the field very soon.

The staff will recommend that reimbursement be made under Plan D for the training of those officers who are eligible as members of a complying sheriff or police department which has in its employ officers hired prior to the department's entry into the P.O.S.T. program. This plan will be presented for approval when 832 Penal Code Courses are presented for certification.

It was the consensus of the Commission that when the P.O.S.T. Course is available, a P.O.S.T. Bulletin should be sent to all agencies with complete information of 832 P.C. requirements, the availability and locale of training, and reimbursement that is available. It should also be stated that P.O.S.T. is not the policing agency in this legislation.

It was further recommended that as an initial step the Commission follow the precedent that was set with the Tear Gas Training Course, i. e., that the Commission approve the presentation of the Course by every certified academy subject to staff inspection, approval and follow-up for quality control.

The Chairman directed that there should be staff work to develop a definite policy statement for presentation at the next commission meeting. Commissioner Kelsay requested that the proposed policy include a stated limitation of time during which officers, in a department coming into the P.O.S.T. Program prior to July 1, 1974, could "qualify" with the 40-hours of training.

Following a discussion about the jurisdictions not in the P.O.S.T. Program, Commissioner Flynn suggested that P.O.S.T. consider using a communication to those department through the County Supervisors' Association and the League of California Cities. The communication would be sent directly to the legislative bodies of the jurisdictions not in the Program. It should point out the uniqueness of this law (832 P.C.) and the benefits to be derived from coming into the P.O.S.T. Program. It was the sense of the Commission that the staff should present a drafted information bulletin along with the policy proposal on 832 P.C. at the next regular Commission meeting.

Mr. Ball referred to the problem of the many Specialized peace officers who are not eligible for reimbursement but are eligible for Basic Certificates by virtue of having training that meets the requirements of 832 P.C. It was recommended that the Commission permit the staff to approve past training for specialized peace officers based on the following criteria:

1. Training was presented and completed at a P.O.S.T. certified academy (certified to present the Basic Course), and the training was received after the effective certification date of that particular academy.
2. The academy has an on-site inspection of its records by P.O.S.T. staff.
3. Training at any other school which presented a course meeting the P.C. 832 requirements may be approved by the Commission following an inspection by P.O.S.T. staff.

MOTION by Commissioner Seares, seconded by Commissioner Flynn, motion carried that past training may be approved if that training meets the specified criteria.

In order to implement 832 P.C. and insure quality control, a budget augmentation for additional staff was requested (estimate: 6 professional and 4 support staff members in Education and Training Division plus additional support staff in Division of Administration.)

Commissioner Collins asked if a staff report justifying the augmentation request had been developed. Such a report had been developed but was not available at this time. Commissioner Collins urged that completed staff work and dissemination of information in matters as economically important as this should be provided in the future.

To meet the requirements of the California Administrative Procedures Act, it was deemed advisable to approve in principle the recommendation for additional staff at this time, with full documentation to be provided later.

MOTION by Commissioner Flynn, seconded by Commissioner Kelsay, motion carried for approval of the staff recommendation for a budget augmentation for additional staff. Staff is to proceed with the administrative detail and submit a complete report at the commission meeting scheduled for July, at which time the number of personnel may be subject to amendment.

The Executive Director stated that a staff paper would be mailed for study prior to the next Commission meeting, that would cover the justification for the initial staff needed for implementation of the legislation until July 1, 1974, and the staff needed for maintaining quality control thereafter.

P.O.S.T. Southern California Office

Mr. Ball reported that the P.O.S.T. Southern California Office has been established at 1450 East 17th Street, Santa Ana. Two consultants, Ron Allen and Dave Balch, have been assigned to serve the area comprised of Imperial, Los Angeles, Orange, Riverside, San Bernardino and San Diego Counties. Training academies and educational institutions have been notified that the office is in operation to provide advice and assistance.

POLICE STANDARDS

Report on Implementation of P.O.S.T. Surveys

As a result of the direction given to the Police Standards Division at the March 24, '72 meeting, a study was conducted and a report prepared, titled "An Evaluation of Police Management Surveys". This report, previously mailed to the Commissioners, was highlighted in an oral review by division head Bradley W. Koch.

Mr. Koch stated that the evaluation study had identified the following:

1. The need for presenting a survey document to the department.
2. The need for providing consultant assistance, upon request of the department head, in implementing recommendations.
3. The need to clarify and describe the "why" behind recommendations.
4. The need to develop standardized systems packages for various-sized agencies.
5. The need to involve most of the personnel in the department during the course of the survey.

Following discussion, these recommendations were made:

1. To continue the newly established survey procedure of providing standardized surveys to those departments requesting that particular type of survey; if the Lodi survey proves successful, to provide implementation surveys to those agencies that would benefit from this type of survey; to provide implementation assistance whenever requested by the surveyed agency, and to continue the follow-up program.
2. To develop system modules as an on-going procedure in conjunction with surveys and work in cooperation with the Division of Education and Training to develop training modules consistent with the recommended procedures module.
3. To develop the POST-PAR profile (Peace Officer Standards and Training - Police Administrative Review) in its final form.
4. To continually analyze survey methodology in order to develop the best possible procedures.

Chairman Fabbri commended the staff, and specifically Consultant Mike Freeman, for the evaluation report. He stated that it had answered many areas of concern regarding the management survey procedures and degree of success in implementation.

The Executive Director reported on the "Implementation Team" concept, an experiment presently being tried with the Sacramento Police Department Survey. At the Deputy Chief level, consultant staff has been designated to work with each commander on a specified category of recommendation. Staff is currently working with them to analyze the extent of implementation to compare it with what was learned in the implementation study. The objective is to determine if this method has resulted in more implementation than the average of other surveys. The findings should be ready to be reported at the September Commission meeting.

Female Deputy Sheriff-Matron Classification

At the March 24-25, 1972, commission meeting, the extent and necessity for training of female deputy sheriff-matrons, appointed pursuant to Section 4020.4 P.C. was discussed. The staff was directed to ascertain to what degree this category fits within the P.O.S.T. Program, and to research the issue as to whether or not agencies would be ineligible for reimbursement if peace officers in these capacities were not trained.

During discussion, these points were established:

1. At the time of hire, the job specification (position classification) should be stated in order to define the training needed.
2. It should be specified that this category would not be required to go to the basic academy, nor would they qualify for a certificate. The decision of whether they go to the Basic Course is up to the department head, and the training would be reimbursable. They may attend alternative courses, but within the meaning of the P.O.S.T. Regulations they differ from other deputy sheriffs.

Commissioner Clark felt these points were essential:

1. The classification to be considered is the female deputy sheriff who is working in a "custodial" function.
2. Departments should not be in jeopardy for not sending that category through school.
3. It should be left to the department head to determine who should be trained as there are departments with female deputy sheriffs, who perform general law enforcement work.
 - a. If they are sent to basic training, reimbursement should be provided.
 - b. If they are doing general law enforcement work, they qualify for a certificate.

Following discussion, this action was taken:

MOTION by Commissioner Clark, seconded by Commissioner Collins, motion carried that departments should not be in jeopardy for not sending the female deputy sheriff, who is working in a custodial function, through the basic training. Effective immediately, the issuance of professional certificates, to employees classified as deputy sheriff matrons, shall be discontinued.

MOTION by Commissioner Collins, seconded by Commissioner Cash, motion carried that effective immediately eligibility shall be discontinued for the issuance of professional certificates to peace officer members of the San Francisco County Sheriff's Department; P.O.S.T. staff to work with the San Francisco Sheriff's Department to develop an appropriate course for such an agency; and that they not be eligible for a Basic Certificate nor reimbursement for regular Basic Course attendance after certification of the Specialized Basic Course is developed to meet their specific needs.

Commissioners Kelsay and Seares requested that staff explore the need for adding the following clause to the Application for Certificate form:

"We certify that this person has fulfilled all requirements as a general law enforcement peace officer and will be functioning in this capacity. "

Eligibility for Administrative Counseling Services

Mr. Williams reported that as a result of an action of the Commission at the March 24, 1972, meeting, the Attorney General was asked for an opinion on the following questions:

1. Are program costs in the completion of management surveys a form of state aid or a grant to local government?
2. Are agencies which desire a management study required to join the P.O.S.T. Program?

The Attorney General responded that salaries and other costs related to management surveys are a form of state aid to local government. Therefore, agencies that desire a management study should be required to join the P.O.S.T. Program.

Commission action was taken at the last meeting to authorize staff to set up accounting procedures if it was established that this was legal. Staff, therefore, will transfer these costs from "Administration" to a "grant-in-aid" program in reimbursement accounts.

LEGISLATIVE REPORT

SB 821 (Nejedly)

Would establish a Commission on Correctional Manpower Development. Written testimony was submitted by the Executive Director favoring the measure. Was given a "do pass" at Senate Government Committee and sent to Senate Finance Committee. No date set.

P.O.S.T. Commission is supporting this bill.

SB 1343 (Nejedly) (Companion bill to SB 821)

Would require Corrections and Youth Authority to establish training and education programs for their correctional personnel. Was given a "do pass" at Senate Government Committee and sent to Senate Finance Committee. No date set.

P.O.S.T. has taken no position on this bill.

S. B. 1348 (Deukmejian)

Would make Commissioner of California Highway Patrol a member of P.O.S.T. Commission. Before the Senate Finance Committee 6-19-72, on Consent Calendar. League of California Cities, C.P.O.A., PORAC and others oppose. (Bill has since been withdrawn by author.)
A verbatim review presented by the Executive Director is on file in the Commission office.

A. B. 80 (Crown)

Appropriation measure for AB 683. Provides \$1 $\frac{1}{2}$ million (General Fund).

Sent to Ways and Means Committee. No date set for hearing.

A. B. 375 (Crown)

Replaces C.C.C.J. with a board and creates an advisory committee. Sent to Assembly Judiciary Committee. Hearing date not set.

A. B. 683 (Crown)

P.O.S.T. to "provide emergency equipment for law enforcement jurisdictions." Sent to Government Organization Committee. Set for hearing June 22, 1972. (AB 80 provides appropriation measure.)

A. B. 775 (Biddle) (No appropriation)

Educational incentive -- sent to Assembly Ways and Means Committee. Hearing date not set.

Amended to provide percentage rather than fixed dollar amount for P.O.S.T. certificates.

A. B. 2372 (Beverly)

Makes marshals' departments eligible to receive reimbursement for the training of their peace officer members by amending Penal Code Section 13510. Sent to Criminal Justice Committee. Set for June 15, 1972, hearing.

MOTION by Commissioner Kelsay, seconded by Commissioner Seares, motion carried that the Commission oppose this bill.

ADMINISTRATIVE REPORTFinancial Report

Mr. Townsend presented the Peace Officer Training Fund Financial Report showing the balance of the Fund at the end of F.Y. 1972, and what the

projected balance will be at the end of F. Y. 1973 if all proposed changes in the reimbursement schedule are adopted. See Attachment "C".

The Quarterly Activity Report

The Quarterly Activity Report from the Claims-Audit Unit was presented. Highlights report was that the officers claimed for basic training totaled 912 during the third quarter in comparison with the 913 officers trained during the first two quarters of the current fiscal year. With total pending claims for this last quarter, it appears the basic officers trained for the year 1971-1972 will equal 3,000. The advanced officer training for the first three quarters totaled 2,165. The projection is for at least 6,000 for the year. This accounts, in part, for a portion of the large reserve in the Fund. Current claims in process or awaiting action total approximately \$2,500,000. It is estimated that approximately another one million dollars in claims will be received, bringing the fiscal year reimbursements to \$8,500,000 rather than the projected \$10,000,000.

Reimbursement Per Man for P.O.S.T. Certified Courses

In response to a prior request from Commissioner Flynn for information on the cost per man trained in each type of course, Attachment "D" was prepared and presented to the Commission. Comment was made that this research document was informative and helpful.

Training of Non-Sworn Personnel

At the March 24-25, 1972, meeting in San Diego, the Commission discussed the P.O.S.T. study report titled "The P.O.S.T. Training Program, A Review and Critique." Recommendation No. 2 of this report stated:

"It is recommended that the Commission authorize proceedings to include reimbursement for certain civilian law enforcement personnel, to be individually designated by the Commission, by amending Section 1015 of the Regulations."

The California Peace Officers' Association had recommended that Section 13510 Penal Code be amended to permit reimbursement for P.O.S.T. approved training of non-peace officer personnel in qualified departments. Other police agencies had made similar requests.

The Commission then directed staff to seek an Attorney General's Opinion to determine if implementation would require an amendment to the law or only a change in P.O.S.T. Regulations. The Attorney General's Opinion stated that P.O.S.T. may reimburse local agencies under existing law for the training of non-police personnel who perform police tasks so long as such training is consistent with Penal Code Section 13505, and the agencies qualify for reimbursement pursuant to Penal Code Sections 13522 and 13523.

Nine categories had been defined for this reimbursable training, and an estimated cost breakdown of anticipated cost of training non-sworn employees was made. See Attachment "F".

Commissioner Kelsay asked why park rangers had not been included as a category. Mr. Townsend stated that a number of agencies' personnel had been considered and placed in a miscellaneous-type category which had not been broken down. The Executive Director stated he felt this training would not qualify as a civilian member of a city or county department, and reimbursement would not be legal.

Commissioner Collins questioned reimbursement for the category of civilian guards who are hired for facilities to replace policemen and are put through the academy for two weeks. The Executive Director stated that if they were employees of a police department, and the Commission judged this to be a qualified civilian category, they could be included.

It was stated that the nine categories were not intended to be a final list but was drafted to preliminarily estimate the cost. Additions to the list can be made by commission action.

MOTION by Commissioner Morey, seconded by Commissioner Flynn, motion carried that the Commission adopt the following:

That the Commission sponsor a program to provide reimbursable courses for categories of non-sworn personnel performing police tasks as determined by the Commission, and that eligibility be limited to employees of law enforcement agencies designated in Penal Code Section 13510.

Further, that the following positions, with appropriate job descriptions, be eligible as trainees:

1. Complaint-Dispatcher
2. Criminalist
3. Community Service Officer
4. Fingerprint Technician
5. Jailer and Matron
6. Traffic Directions and Control Officer
7. Parking Control
8. Polygraph Examiner
9. Administrative Assistant

Further, that the proposed changes in the Regulations to accommodate the program be scheduled for a future hearing.

Specialized Certification Program

Mr. Townsend presented a recap document which showed the following

certificates had been issued since the inception of the General Certification Program and the Specialized Certification Program:

General Certification Program -- 1964 to date

Basic	26,080
Intermediate	6,718
Advanced	7,329
Management	251
Executive	55

Specialized Certification Program -- 1970 to date

Basic	946
Intermediate	311
Advanced	453

Mr. Townsend stated a problem has arisen in the Specialized Program. At the inception, the program was limited to personnel described as peace officers in Sections 830.1, 830.2, and 830.3 P.C., state college police and police of certain districts. With each legislative session there have been amendments to the Penal Code, and many agencies have been moved to different sections of the Penal Code. Since requests have been received from many specialized agencies for participation, it is suggested that the Commission issue an informational bulletin to the field indicating that agencies can be included if they qualify within the general guidelines, and that other agencies may be included if the following conditions have been met:

1. A resolution of compliance must be on file.
2. A staff inspection has been conducted by the P.O.S.T. Personnel Standards Bureau and a recommendation has been made stating that the requesting agency does meet the standards and will continue to do so.
3. Commission action has been taken to adopt the agency into the Specialized Program.

Following the discussion of the need to delete from the Specialized Law Enforcement Certification Program Regulations any reference to sections of Penal Code 830, the following action was taken:

MOTION by Commissioner Kelsay, seconded by Commissioner Seares, motion carried that Section S-100, Objectives of the Specialized Law Enforcement Certification Program Regulations, be amended by deleting the reference to Section 830 of the Penal Code. Eligibility for participation in the Specialized Law Enforcement Certification Program shall be determined by the Commission.

Reimbursement -- Program Recommendations

To assist California cities and counties in meeting rapidly increasing training costs and to insure that the greatest possible reimbursement from the Peace Officer Training Fund is made to local government, a proposed reimbursement adjustment for F. Y. 1972-73 was presented. Following discussion of each recommended change, this action was taken:

MOTION by Commissioner Seares, seconded by Commissioner Flynn, motion carried that the Commission authorize the following changes in the Regulations on an emergency basis in accordance with Section 11421 (b) of the Administrative Procedure Act, effective July 1, 1972.

1. Permit reimbursement for training non-sworn personnel.
Estimated cost - \$487,900.
2. For the Advanced Officer Course, delete 25% per year reimbursement restriction. Estimated cost - \$720,000.
3. Conversion of all remaining Plan A courses to Plan D (100%).
Estimated cost - \$663,080.
4. Add salary reimbursement to Plan B for Management and Executive Courses and Seminars. Estimated cost - \$299,200.
5. Delete promotion requirements of Section 1005 (c)(4) of the Regulations which restrict reimbursement for completion of the Supervisory Course to officers who are actually promoted.
Estimated cost - \$200,000.
6. Add section to the Regulations to permit reimbursement for officers who are terminated or resign before completion of the Basic Course. The stipulation for this reimbursement to be that the requirements of Section 1002 (a)(1) through (7) have been completed prior to the date the course commences. Estimated cost - \$300,000.

Estimated costs under present method of funding - \$9,330,000.

Total estimated costs of reimbursement program for F. Y. 1972-73 - \$12,000,000.

It was explained that this action will allow the Commission to operate, and agencies to plan on reimbursement, at this increased level for a period of 120 days before the formal procedures are completed. A bulletin will be disseminated to all jurisdictions with the reimbursement adjustments set forth.

The following recommended schedule to implement the proposed changes was accepted:

June 15, 1972	Approval of changes on an emergency basis.
July 27, 1972	Commission meeting to approve total proposed changes in Regulations.
August 11, 1972	Mailing of Hearing Notices.
September 14-15	Hearing and Commission Meeting to adopt Regulations changes.
November 1, 1972	Regulations effective. (Reimbursement will have been paid from July 1 through October 31 under emergency filing clause.)

Reclassification Study

A revised P.O.S.T. Organization Chart was presented. Attachment "E". Commissioner Seares requested that an organization chart be prepared that would show the name of each staff member filling the position.

The Executive Director explained the position of Assistant to the Executive Director which is shown on the chart. This position has not been filled as the State Personnel Board advised that the reclassification study will be technically easier if three assistant director positions are added and the old assistant director position is retained than to abolish it and create four new positions. The reorganization will provide four divisions as shown on the chart with each division headed by an assistant director reporting directly to the Executive Director.

Mr. Brown announced that as of July 1 the positions shown will be available but new classifications are being requested to match the organization plan. Classifications requested are: Executive Director (exempt), Assistant Director (CEA), Bureau Chief, Senior Consultant and Consultant (all civil service). It was further reported that the necessary job descriptions had been completed and preliminary discussions with the State Personnel Board had been completed. Desk audits are scheduled. The resultant recommendations from S.P.B. are expected early in July.

Technical Services Report

The Executive Director reported that the Technical Services Division, a new and much needed division in P.O.S.T., was established early in 1972. It

will be primarily a research and development section. The present staff assigned includes an assistant director, one consultant, one criminal justice specialist and a secretary. A listing of the assigned functions and projects was presented. Highlights include revision of the POST in-house manual, development of the POST field manual and responsibility for all P.O.S.T. publications.

Office Space

The Executive Director reported that negotiations are underway for space to relocate the P.O.S.T. Headquarters in the south portion of Sacramento. 12,150 square feet have been requested. The architects of the Office of Space Planning are working up floor-plan sketches, and report that negotiations are nearing the point of contract. It is hoped P.O.S.T. will be in the new offices by early fall as operations are presently functioning at four different locations.

Meeting was recessed at 5 p.m. to reconvene at 9 a.m. on June 16, 1972.

* * * *

Meeting was called to order at 9 a.m., June 16, 1972, by Chairman Fabbri. A quorum was present.

Mr. Townsend, Executive Secretary to the Advisory Committee, introduced the P.O.S.T. Advisory Committee members present to meet jointly with the Commission. Those members in attendance were:

Robert Blanchard	- C.A.A.J.E. Representative (California Assn. of Administration of Justice Educators)
Robert Cress	- P.O.R.A.C. Representative (Peace Officers Research Assn. of California)
James Geary	- California State Sheriffs' Assn. Representative
Jerome Lance	- California Assn. of Police Training Officers Representative
A. D. Majors	- California Highway Patrol Representative
Dr. Harry More	- Four-Year Colleges Representative
W. Bert Ritchey	- Lay Member - Public Interests Representative
Jay Rodriguez	- Lay Member - Public Interests Representative
J. Winston Silva	- Community Colleges Representative
Jay Stroh	- California Police Chiefs' Assn. Representative

On behalf of the P.O.S.T. Commission and staff, Chairman Fabbri welcomed the Advisory Committee members and expressed appreciation for their efforts and contributions to the P.O.S.T. Program.

The legislative report was given. (This report is shown in the commission minutes, preceding, in agenda order.)

OLD/NEW BUSINESS

Salaries - Status Report

The Executive Director reported the pending director's salary reclassification request is still a constraint on salary increases for the professional staff. Meetings have been held with the Executive Assistant to the Governor and the Governor's Legal Affairs Secretary. The latest instruction from these contacts was to again submit a justification letter to be presented by the Attorney General. A meeting with Verne Orr, Director of the Department of Finance, and the Governor's Office will be arranged.

Minority Recruitment Program

Mr. Mike Hunt, Project Coordinator, Minority Recruitment Project, presented the progress report on the Project.

Office space has been acquired at 926 J Street, Room 916, Sacramento. A secretary has been hired. Mr. Hunt has been attending various personnel management conferences throughout the State gaining information on community action programs and other similar projects being conducted nationwide. This type of information will be catalogued for use by local jurisdictions. Information on public action programs has been requested from many agencies and universities.

During the first two weeks in July, Mr. Hunt will be monitoring the Total Immersion Spanish Course in Ensenada which will increase his fluency in Spanish. Correspondence is being drafted for dissemination to all local agencies and institutions in California in an effort to recruit a project director and special consultants. It is hoped interviews can commence in July.

Potential advisory committee members have been contacted by mail explaining the project and what their roles will be. At the next Advisory Committee meeting, members of this subcommittee will be selected. Goals and objectives will be defined following the selection of the project director.

Commissioner Clark asked how involved the Advisory Committee would be with the Minority Recruitment Project. The Executive Director stated they would be deeply involved as this would be one of the major items of concern. The workplan will be presented to the Advisory Committee for critique prior to a future Advisory Committee meeting.

City of McFarland - Request to Withdraw from the P.O.S.T. Program

The Executive Director stated that correspondence had been received from

the City of McFarland reporting they were unable to comply with P.O.S.T. requirements and requesting withdrawal from the P.O.S.T. Program. The Chief of Police reported it was impossible to adhere to recruit training requirements, among several other problems. The Certificate of Adherence Plaque has been returned.

It was the consensus of the Commission that if and when the City of McFarland selects to reapply for participation in the P.O.S.T. Program, it will be necessary that an inspection be made on an individual basis at that time.

Unstructured Session with the P.O.S.T. Advisory Committee

The Executive Director expressed the purpose of this portion of the meeting as being an open discussion on subjects concerning the P.O.S.T. Program and the Committee's role in the Program.

Mr. Townsend stated the Advisory Committee had requested a joint meeting to meet the Commissioners and view the operation of the Commission. They were particularly interested in having a rearticulation of the role of the Advisory Committee as viewed by the Commission.

The Executive Director responded that the need for an advisory committee became apparent with the onset of several important projects, one of which was the Community-Police Relations Leadership Training Program. Coupled with this, it was recognized that as P.O.S.T. programs increased in number throughout the State, with the limited P.O.S.T. staff, it was very difficult to establish and maintain continuous contact with established and newly formed organization. It was felt an advisory committee would provide the needed structured input from these principal groups as well as being a channel of communication back to these groups.

Sheriff Geary, representing the California Sheriffs' Association, felt that of equal importance to communicating back to groups, was the importance of getting the information to be considered at meetings in sufficient time to get input from the group prior to meetings. Thus, when the committee met the group could be represented fairly.

J. Winston Silva, representing the Chancellor's Office of the Community Colleges, stated that getting in contact with all the people to be represented by each member is very difficult. He suggested that some kind of goals and objectives on a long-range basis should be developed to enable the Committee to study them in advance of being called upon for a decision or to offer advice.

Chief Jay Stroh, representing the California Police Chiefs' Association, suggested that, as committee appointments are made, this information be presented in the form of a handout covering the formation of the Commission, the Regulations, the objectives and policies of the Commission on a year-to-year as well as a long-range basis. This should also include the duties

and specifications of the committee members. He stated it had been questioned that the oppositions and opinions of the Committee always reached the Commission. (Specifics mentioned were requests for course curriculum changes and opposition to proposed changes in the Regulations.) The Committee wasn't getting any feedback from the Commission on these issues. He requested that it be spelled out in documentation just what it is that the Committee is to do and what they are covering.

In response to a request, the Executive Director presented a brief history of the philosophies behind the makeup of the Commission. This review included the factors considered in determining the types of representation needed to make up the Commission; why it became a Governor's Commission with the Attorney General functioning as an ex officio member, and why the Commission was placed in the Department of Justice.

Mr. Silva expressed the opinion that education should have more input than through the Advisory Committee. The Commission might have gotten some different philosophies on hours of instruction for courses if there had been educator representation on the Commission. For example, none of the P.O.S.T. programs fit a college system of hour assignments. The Executive Director stated this input had been received, but there had been considerations other than the hour-type programming as minimums had to be considered.

Commissioner Kelsay stated he would be opposed to making the Commission larger. If it was felt there was a need for another area of representation, it should be handled by eliminating one of the present categories.

Chairman Fabbri stated that Commission and Advisory Committee members who participate on executive committees of different law enforcement associations have a responsibility to report back the types of concerns and questions presented to them as a P.O.S.T. representative. These items should be placed on Commission and Advisory Committee meeting agendas and be discussed.

He further stated that in the last couple of years there has been a great momentum in the Legislature to regard P.O.S.T. and the Advisory Committee as the solvers of all problems of society, and the Legislature is assigning more and more responsibility to the Commission. He felt this would continue to increase, and the role of the Advisory Committee will become considerably greater.

It was the consensus of the Commission that it would benefit communications between the Commission and the Advisory Committee if the Committee had liaison representation at future Commission meetings. Rotation basis versus permanent assignment was discussed, to be decided by the Advisory Committee at its next meeting.

MOTION by Commissioner Kelsay, seconded by Commissioner Flynn, motion carried that a representative of the Advisory Committee be at each Commission meeting to serve in an observing capacity to report back to the Advisory Committee. A representative shall be so delegated at the next Advisory Committee meeting.

It was suggested by Commissioner Flynn that the Advisory Committee be involved in the long-range planning needs of the Commission. It was also suggested that the Advisory Committee be scheduled to meet with the Commission on a yearly basis. The next joint meeting will be scheduled early in 1973.

Mr. Townsend stated that at the onset of the Community-Police Relations Leadership Training Program, the reimbursement was handled on a direct contract basis with the three colleges involved. The Commission's express intent at the time was that once the program had been developed and the developmental cost had been incurred, the program would then become a regular certified course presentation with Plan B reimbursement. Experience with the program has shown that there is a great deal of difficulty getting the officer release time along with the tuition costs that would be involved and created a large out-of-pocket expenditure to the agency. The Advisory Committee had examined both methods and recommended that the contractual arrangement be continued. In each case the budgets and certification recommendation for the courses will be presented to the Commission before any continuing agreement is made. At this time the Advisory Committee requested commission action to proceed with the contractual plan of reimbursement for the C. P. R. L. T. P.

MOTION by Commissioner Morey, seconded by Commissioner Kelsay, motion carried that the funding of the Community-Police Relations Leadership Training Program be continued on the contractual plan.

The Executive Director reported that when the Highway Patrol representative was placed on the P. O. S. T. Advisory Committee, the Law Enforcement Council of the California State Employees' Association requested that it also have representation. The group meets regularly, has a large membership, represents all of the specialized state law enforcement agency personnel, and would probably assign its president as representative. Mr. Townsend stated it would be placed on the agenda for the next Advisory Committee Meeting.

On behalf of the California Association of Police Training Officers, Sergeant Lance requested a discussion on "reimbursing other criminal justice agencies attending P. O. S. T. certified programs; example, those people involved because of C. A. P. T. O., C. A. A. J. E., state college police, county people involved in criminal justice functions such as probation officers."

The Executive Director explained that the Commission had been following what was interpreted as the intent of the law -- which is concerned with the front-line police agencies. The training was available to other agencies, but to be reimbursable it would have to be a program that directly relates to the broad objectives to upgrade police personnel (under specific contract approved by the Commission).

There being no further invitation for discussion, the joint meeting of the Commission and Advisory Committee was adjourned.

DATE AND PLACE OF NEXT MEETING

As was recommended and approved at the preceding day's meeting, the following dates for future meetings were established:

July 27, 1972

Host of Sacramento Inn, Sacramento Metropolitan Airport. A brief commission meeting to approve proposed changes in Regulations.

September 14-15, 1972

Konai Kai Club, Shelter Island, San Diego
Hearing and Commission Meeting to adopt Regulations changes and conducting of commission business.

ADJOURNMENT

The meeting was adjourned at 12 noon.

Respectfully submitted.

Gene S. Muehleisen

GENE S. MUEHLEISEN

June 2, 1972

TECHNICAL OR SPECIAL COURSESCalifornia State Polytechnic
University, Pomona

F.B.I.

F.B.I.

Calif. Dept. of Justice
Organized Crime and Crim.
Intelligence Branch (OCCIB)Calif. Dept. of Navigation
and Ocean DevelopmentModesto Regional Criminal
Justice Center

Oakland Police Department

Pasadena Police Department

Santa Rosa Junior College

CONTINUE CERTIFICATION

University of Southern Calif.

	<u>Certification Recommended</u>	<u>Reimbursement Recommended</u>
Traffic Program	Yes	B
Management Institute	(For one year till July 14, 1973)	
Evidence Workshop	Yes	A
Fingerprint School	Yes	A
Specialized Surveillance Equip.	Yes (Retro. 4-1-72)	A
Boating Safety and Enforcement	Yes	A
Advanced Invest. for Coroners Cases	Yes	A
Field Prob. Training Ofcr. Seminar	Yes	A
Police School Resource Ofcr Seminar	Yes	B
Basic Riot & Crowd Control	Yes (Retro. 5-22-72)	A
Training for Trainers	Yes (Retro. 12-10-71 for one year)	B

Hours

41

40

40

24

48

80

40

20

18

80

Reimbursement Plans

Plan A: 50% salary, 50% meals and lodging
Plan B: 100% tuition, 100% meals and lodging, travel
Plan C: Fixed sum as determined by Commission
Plan D: 100% salary, 100% meals and lodging

*Carl R. Ball*CARL R. BALL
Assistant Director

MEMORANDUM

To: Gene S. Muehleisen
Executive Officer
Commission on P.O.S.T.

Date: June 2, 1972

From: Education and Training Section, P.O.S.T.

Subject: Course Certification Agenda, June 15 and 16, 1972

BASIC COURSE

De Anza College

<u>Hours</u>	<u>Certification Recommended</u>	<u>Reimbursement Recommended</u>
420	Yes (Conditionally for one year)	D

ADVANCED OFFICER COURSE

Alhambra Police Department

24	Yes (Retro. 5-1-72 expire April 1973)	D
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Oakland Police Department

40	Yes (Retro. 6-5-72)	D
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Solano Community College

20	Yes (Retro. 2-20-72)	D
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Stockton Police Department

20	Yes (Effec. 9-1-72)	D
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Tulare-Kings County
Training Academy

30	Yes	D
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Attachment "A"

June 2, 1972

-2-

Memorandum

TECHNICAL OR SPECIAL COURSES

California State Polytechnic University, Pomona

F.B.I. on Police Department

F.B.I.

California State Police Department
Calif. Dept. of Justice
Organized Crime and Crim.
Intelligence Branch (OCCIB)

Calif. Dept. of Navigation
and Ocean Development

Modesto Regional Criminal
Justice Center

Oakland Police Department

De Vries College

Pasadena Police Department

Santa Rosa Junior College

CONTINUE CERTIFICATION

University of Southern Calif.

Continuation on B.O.'s

Executive Officer
June 2, 1972

Carl Ball
MEMORANDUM

CARL R. BALL
Assistant Director

Certification
Recommended

Hours

41

Traffic Program
Management Institute

Yes

(For one year
till July 14, 1973)

B

Evidence Workshop
SC

Yes

Fingerprint School

Yes

Specialized
Surveillance Equip.

Yes

(Retro. 4-1-72)

A

Boating Safety and
Enforcement

Yes

(Retro. 1-1-75)

A

Advanced Invest. for
Coroners Cases

Yes

Field Prob. Training
Ofcr. Seminar

Yes

(Retro. 1-1-75)

A

Police School
Resource Ofcr Seminar

Yes

(Retro. 5-22-72)

B

Basic Riot & Crowd
Control

Yes

(Retro. 5-22-72)

Training for Trainers

Yes

(Retro. 12-10-71
for one year)

B

Reimbursement Plans

Plan A: 50% salary, 50% meals and lodging, travel
Plan B: 100% tuition, 100% meals and lodging, travel
Plan C: Fixed sum as determined by Commission
Plan D: 100% salary, 100% meals and lodging

CALIFORNIA PEACE OFFICER STANDARDS AND TRAINING
JAIL OPERATIONS CURRICULUM

- (1) Correctional History and Philosophy
 - (A) Society's Response to Crime
 - (B) Major Theories of Causes of Crime
 - (C) Correctional Programs
 - (D) Relationship of Jail to Criminal Justice System
 - (E) Role of Jailer
- (2) Security Procedures
 - (A) Security Goals
 - (B) Admission
 - (C) Releasing
 - (D) Control of Contraband
 - (E) Prisoner Count
 - (F) Tool Control
 - (G) Key Control
 - (H) Weapon Control
 - (I) Drugs and Medication Control
 - (J) Security Equipment
 - (K) Emergency Plans
 - (L) Transportation
 - (M) Maintenance
- (3) Jail Climate
 - (A) Emotional Consequences of Confinement
 - (B) Stress as a Factor in Prisoner Behavior
 - (C) Personnel Factors that Contribute to Jail Climate
 - (D) Procedures and Environment
- (4) Supervision of Prisoners
 - (A) Objectives of Jail Supervision
 - (B) Supervisory Techniques
 - (C) Staff-Prisoner Relations
 - (D) Surveillance Activities
 - (E) Dining Room Supervision
 - (F) Sick Call Supervision
 - (G) Visits Supervision
 - (H) Trusties
 - (I) Juveniles
 - (J) Females
 - (K) Prisoners Outside the Jail
 - (L) Religious Activities Supervision
 - (M) Recreation Supervision

(5) Discipline

- (A) Preventative Goal
- (B) Informal Method of Handling Rule Infractions
- (C) Formal Method of Handling Rule Infractions
- (D) Suggestions for use in Disciplinary Situations

(6) Special Prisoners

- (A) Classification Need
- (B) Medical Care
- (C) Use of Restraints
- (D) Personnel Attitudes
- (E) Care of Alcoholics
- (F) Care of Mentally Ill
- (G) Mentally Deficient Prisoners
- (H) Care of Drug Addicts
- (I) Care of Sexual Offenders
- (J) Depressed Prisoners
- (K) Diabetics
- (L) Epileptics
- (M) Injured Prisoners

COMMISSION ON PEACE OFFICER STANDARDS AND TRAINING

JAIL MANAGEMENT CURRICULUM

(1) Jail Management

(A) Introduction

Problems
Responsibilities
Functions

(B) Fiscal Management

Budgeting and Program Planning
Staffing and Manpower Analysis

(C) Personnel Management

Evaluating Needs
Recruitment, Selection and Assignment
Development of Job Satisfaction
Staff Training

(D) Administration of Operations

Security
Correspondence
Food Parcels
Bathing and Grooming
Weapons Control
Administration of Discipline
Emergency Plans

(E) Support Services

Medical
Food
Clothing Issue
Maintenance
Records and Reports

(2) Jail and Community Corrections Programs

(A) Developing Programs

Definition
Selection of Participants
Program Selection

(B) Developing the Jail into a Community Corrections Center

Community Resources
Evaluating Capabilities
Developing Liaison with Community Resources

(C) Use of Volunteers

Recruiting
Selection
Training
Supervision
Program Models
Organizational Models

(D) Work Release

History
Advantages
Administration

(3) Planning Jail Facilities

(A) Planning the Jail

Role of Administrator
Assessment of Need
Defining the Role of Jail

(B) Planning Variables

Population
Special Groups
Housing Units
Program Factors

(C) Planning Strategies

Group
Consultant
Architect
Community Support
Collaborative Programming

(4) Legal Problems in Jail Administration

(A) Civil Liabilities

Immunity
Responsibility of Sheriff

(B) Administrative Discretion

Attorney-Client Relationship
Mail to Public Officials
Legal Resource Materials
Prisoner Drafting Legal Documents
Law School Programs

(C) Court Intervention

Arbitrary Decisions
Cruel and Unusual Punishment
Segregation

(D) Religious Practice

Difference Between Religious Rights and Beliefs
Black Muslims

(E) Rights When Criminal Act Committed in Jail

Fifth Amendment Rights
Protecting the Accused

(5) Community Relations

(A) Objectives

Educational Function
Leadership
Developing Public Confidence

(B) Components of Community Relations

Appearance of Facility and Inmates
Visiting and Correspondence
Attitudes and Behavior

(C) Developing C-R Program

Reaching Out to Community
News Media Relations

(D) Problems in Press Relations

Protecting Accused Rights
Controlling News Personnel

(E) Problems in Community Relations

Escapes Reporting
Responding to Citizens' Inspection Committee
Half-way Houses

(F) Creating Change

Administrative Responsibility
Initiative

PEACE OFFICER TRAINING FUND

FINANCIAL REPORT

	<u>ITEM</u>	<u>TOTAL</u>
BALANCE OF FUND, June 30, 1971	\$ 10,296,190	
Revenue, July 1, 1971 - June 30, 1972	(+) 9,000,000	\$ 19,296,190
Operating expenses including Grant costs, July 1, 1971 - June 30, 1972	(-) 932,971	18,363,219
Reimbursements, July 1, 1971 - June 30, 1972	(-) 8,500,000	<u>\$ 9,863,219</u>
BALANCE OF FUND, June 30, 1972	\$ 9,863,219	
Revenue, July 1, 1972 - June 30, 1973	(+) 9,000,000	\$ 18,863,219
Operating expenses including Grant costs, July 1, 1972 - June 30, 1973	(-) 974,000	17,889,219
Reimbursements, July 1, 1972 - June 30, 1973	(-) 12,000,180	<u>\$ 5,889,039</u>
BALANCE OF FUND, June 30, 1973	\$ 5,889,039	

Memorandum

To : GERALD E. TOWNSEND
Assistant Director

Date : June 7, 1972

From : Claims - Audit Unit
Commission on Peace Officer Standards and Training

Subject: REIMBURSEMENT PER MAN FOR P.O.S.T. CERTIFIED COURSES

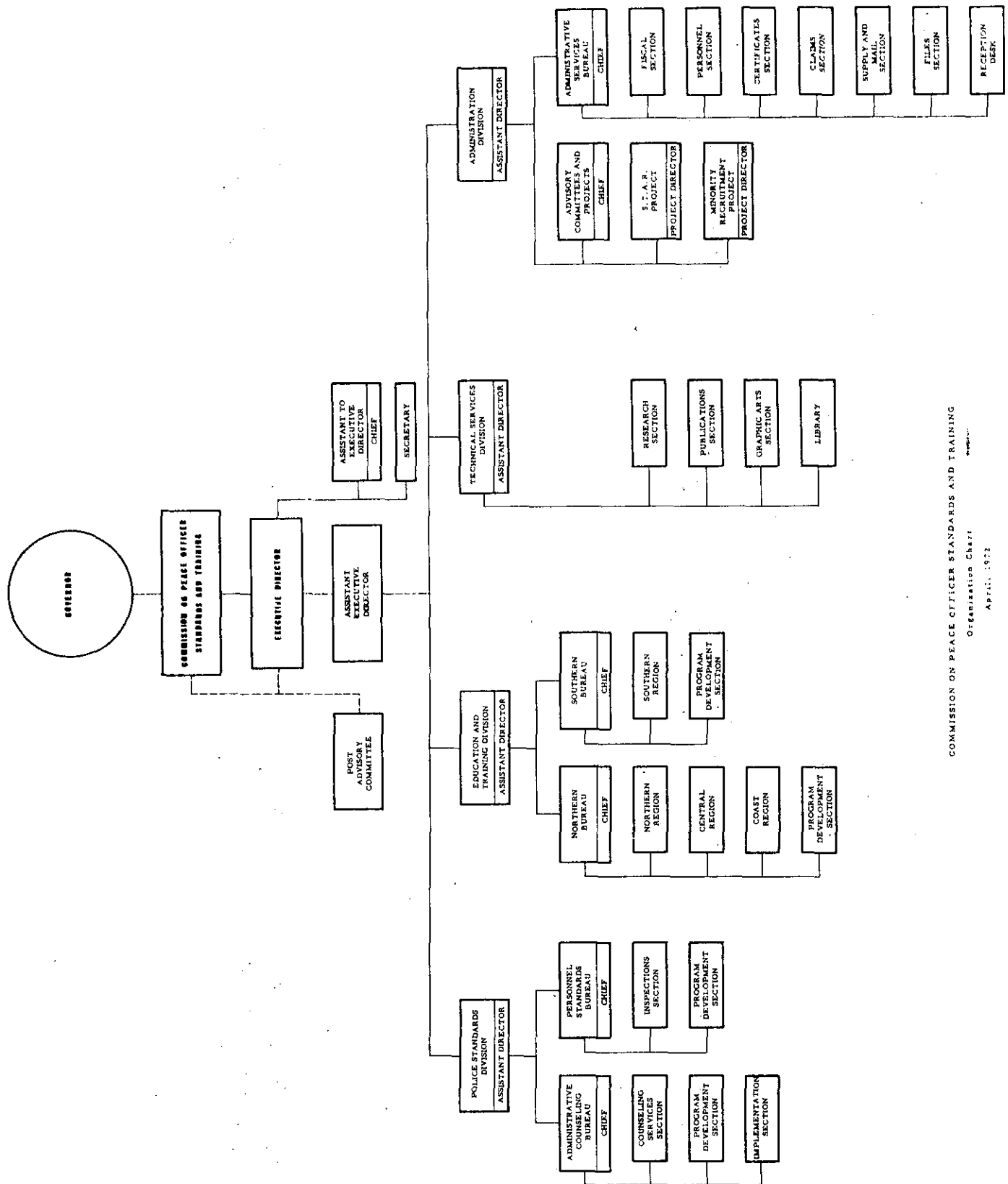
<u>NAME OF COURSE</u>	<u>1970/71 F.Y.</u>	<u>1971/72 F.Y.</u>
Basic*	\$900.57	\$1,866.16
Supervisory*	287.25	608.04
Advanced Officer*	115.62	180.62
Middle Management Course	448.16	478.68
Middle Management Seminar	231.20	217.45
Executive Development Course	581.59	617.27
Executive Development Seminar	255.51	266.83
<u>TECHNICAL OR SPECIAL COURSES:</u>		
Administrative Analysis for Police Personnel	-0-	543.33
Advanced Accident Investigation	107.17	79.22
Advanced Auto Theft Investigation	-0-	122.86
Advanced Community Police Relations	-0-	230.42
Advanced Criminal Investigation	113.49	-0-
Auto Theft Investigation	114.85	151.32
Basic Narcotic Enforcement	-0-	61.15
Breathalyzer Course**	400.00	24.95
Community Police Relations	142.86	183.77
Crime Scene Investigation (A)	152.48	58.53
Crime Scene Investigation (B)	683.44	751.83

*These courses were Plan A (50% salary, meals & lodging) in 1970/71 F.Y., and Plan D (100% salary, meals & lodging) in 1971/72 F.Y.

**This course was Plan C (\$400 per officer) 1970/71 F.Y., and Plan A in 1971/72 F.Y.

June 7, 1972

<u>NAME OF COURSE</u>	<u>1970/71 F.Y.</u>	<u>1971/72 F.Y.</u>
Criminal Justice Information Systems	\$ 206.78	\$ 209.47
Delinquency Control Institute	1,464.02	1,397.10
Detective School	125.55	136.30
Driver Training	54.93	45.15
Field Management Training	130.66	208.36
Field Training Officer	123.93	-0-
Human Development Clinic	125.00	111.12
Juvenile Law Enforcement Officers Training	179.97	192.72
Juvenile Program Management Institute	139.04	180.22
Law Enforcement Legal Education	129.46	203.86
Motorcycle Training	309.65	329.45
Narcotics & Dangerous Drugs	285.50	361.75
Organized Crime Intelligence Analysts Course	-0-	38.25
Organized Crime Intelligence Collectors Course	-0-	47.25
Organizational Development for Police Agencies	-0-	238.15
Police Training Officer's Course	484.70	548.24
Protective Services Training	-0-	27.20
Riot & Civil Disturbance (A)	121.19	107.19
Riot & Civil Disturbance (B)	-0-	149.26
Teaching Law to the Police Officer	181.91	-0-
Tear Gas	22.55	23.87
Television Instruction	1,000.00	1,000.00
Total Immersion Spanish	1,000.00	1,000.00
Vice School	141.26	140.46
Weaponless Defense and Baton Instructors Institute	146.28	270.40



NON-SWORN PERSONNEL TRAINING PROGRAM

Estimated Cost Breakdown

(June 9, 1972)

					72-73 f.y.	
<u>CLASSIFICATION</u>	<u>COURSE HOURS</u>	<u>AVERAGE SALARY</u>	<u>MAXIMUM NUMBER TO BE TRAINED</u>	<u>MAXIMUM TOTAL COST</u>	<u>ESTIMATED NUMBER TRAINEES</u>	<u>ESTIMATED COST</u>
Dispatcher-Complaint Desk Officer	120	\$4.00 hr.	2,000	\$1,560,000	200	\$156,000
Criminalists	40	9.00 hr.	70	32,200	70	32,200
Community Service Officer	200	3.00 hr.	100	110,000	20	22,000
Fingerprint Technician	40	4.00 hr.	315	81,900	30	7,300
Jailer and Matron	40	4.00 hr.	815	211,900	200	52,000
Traffic Direction/Controller	40	4.00 hr.	250	65,000	25	6,500
Parking Controller	40	4.00 hr.	800	208,000	100	26,000
Polygraph Examiner	26 weeks	7.00 hr.	30	296,400	5	59,400
Tuition Fee @ \$2,000				60,000		
Administrative Assistant	80 (ave.)	7.00 hr.	100	126,000	100	126,000
TOTALS			4,480	\$2,751,400	750	\$427,900